



DEPARTMENT OF VETERANS AFFAIRS
ASSISTANT SECRETARY FOR HUMAN RESOURCES AND ADMINISTRATION
WASHINGTON DC 20420

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**A Message from the Assistant Secretary for Human Resources
and Administration**

Office of Resolution Management Strategic Plan 2006-2010

I am pleased to present the Office of Resolution Management's (ORM) Strategic Plan for 2006-2010. This strategic plan was developed in direct support of the Department of Veterans Affairs (VA) commitment to deliver world-class service to veterans and their families. The plan, created in partnership with ORM employees, key stakeholders and VA's three Administrations, provides the foundation for the transformation of ORM and serves as a roadmap for change in the following key areas:

- **Prevention** - ORM will work with its partners throughout VA to develop and implement an aggressive prevention campaign focusing on education, promoting a healthy work environment, and providing tools to prevent and address workplace disputes.
- **Early Resolution** - ORM will work with the Administrations to incorporate all aspects of Alternative Dispute Resolution (ADR) under the leadership of Human Resources and Administration (policy, oversight, training, and mediation). ORM will work with the Administrations to institutionalize a dispute resolution function to resolve issues as early as possible. ORM will also enhance the role of the Equal Employment Opportunity (EEO) counselor by integrating mediation skills into the counseling process.
- **Overall Complaint Processing** - ORM will implement a case manager concept that provides a single point of contact for formal complaints and improves the coordination of the complaint process (intake and investigations). ORM will engage in extensive benchmarking to identify best practices, strengthen its standard operating procedures, and encourage creativity and innovation through structured pilot projects designed to improve operational effectiveness.
- **Changing the Culture and Work Environment** - ORM will implement strategies that improve workforce competencies and change its own organizational culture. ORM will strive to recruit, develop, train, and retain a highly competent and diverse workforce by promoting a positive work environment that centers on training and development, facilitates effective communications at all levels and rewards outstanding performance.

ORM Strategic Plan

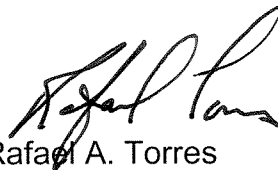
The goals, objectives and strategies contained in the ORM Strategic Plan clearly define the changes we will make and the results we will deliver to our stakeholders. As we roll the plan out and begin to implement the details, a number of project teams comprised of participants from both within and outside of ORM will be formed. Coordination of these teams will be the responsibility of an ORM oversight workgroup responsible for the overall implementation of the plan.

In addition, ORM has developed an approach for the purpose of conveying the importance of the plan and reporting the status of our strategic initiatives to all interested parties. A one page information sheet that describes the major goals and objectives of this plan has been disseminated to all ORM employees and is also available on the ORM website at: www.va.gov/orm. Finally, we are developing a major milestone tracking report that will highlight ORM's key performance measures on a monthly basis.

I am proud of the exceptional dedication of VA employees and their commitment to EEO within the Department. I believe that by working together to carry out this plan we will continue to improve our performance and enhance our ability to care for the men and women who have served our country. Please join me in this commitment by supporting the implementation of the ORM Strategic Plan.



R. Allen Pittman
Assistant Secretary for
Human Resources and Administration



Rafael A. Torres
Deputy Assistant Secretary for
Resolution Management